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December 23, 1957

MEMORANDUM FOR: Director of Personnel

SUBJECT: Status of the Promotion Program of the
Clandestine Services Career Service

1. We have extended competitive selection procedures within the Clandestine Services Career Service to include the promotion of senior individuals in grades GS-12, 13 and 14. At the same time, the promotions of persons in lower grades are subject to careful individual review and approval by appropriate Career Service elements. The members of the Clandestine Services Career Service Board have reviewed this program and are satisfied that it meets our needs. They are unanimous in the opinion that it would be most unwise to apply competitive selection at lower grades, either through extending the activities of our Career Panel structure or by decentralizing selection authority to DD/P components by designating them as distinct areas of competition.

2. I recognize that these conclusions are at variance with some of the concepts which prevailed at an earlier stage of our thinking. However, we have had to consider promotions in relation to other aspects of personnel management and have designed our program to meet the particular requirements of this Career Service. We must expect quite different things of a promotion program at the junior and senior grade levels. On the one hand, we need to promote based on a careful appraisal of the individual progress and potential of junior personnel during the period of their developmental experience in diverse activities which do not lend themselves to competitive comparison. On the other hand, it is both desirable and practicable to select officers in the senior grades for promotion based on a competitive evaluation of their demonstrated competence. Our current program meets both of these objectives and places responsibility for selection at the Career Panel level where other career management responsibilities are centered. Although we expect to refine this program as we gain additional experience, I am convinced that the basic procedures which we are now following are those best suited to the requirements of this Career Service.

3. I would welcome any comments or suggestions which you may have concerning this aspect of our Career Service program.

(s) [REDACTED]
Chief of Operations, DD/P

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